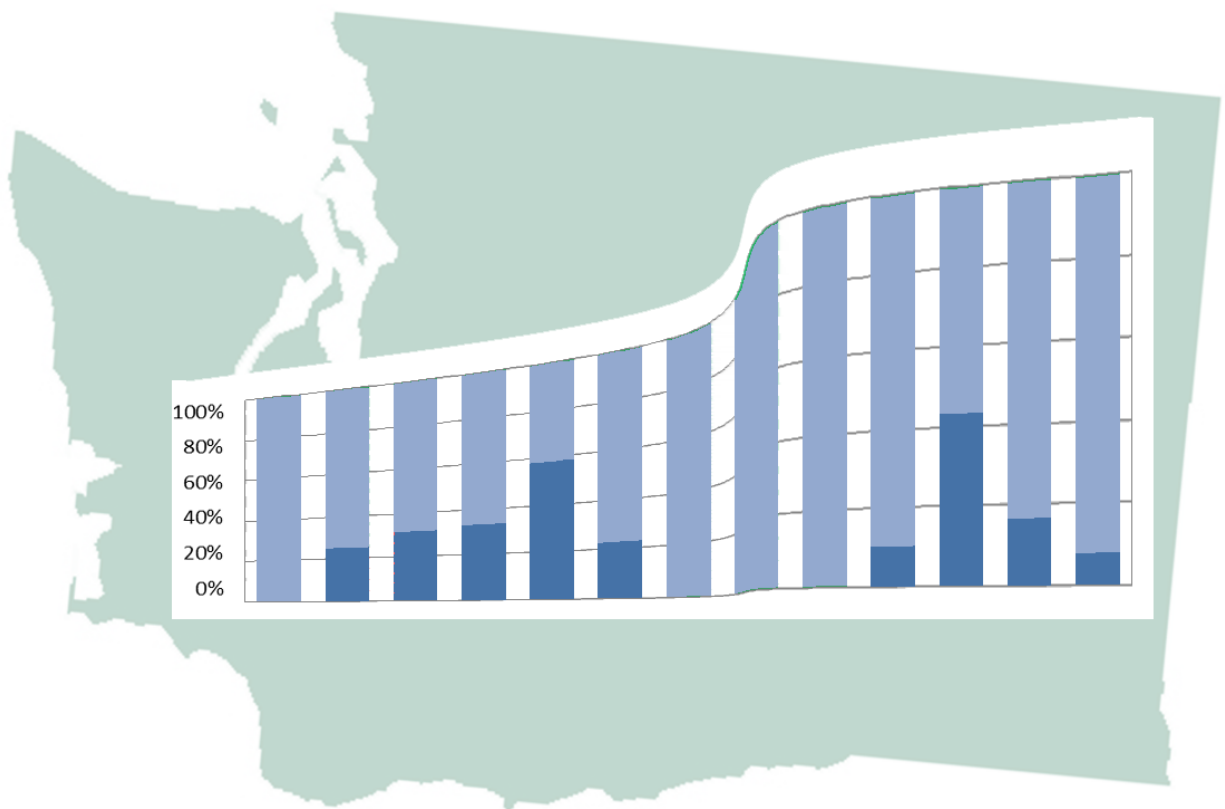


Governor's Office for Regulatory Innovation and Assistance



Permit Timeliness Report

2015

WASHINGTON STATE

December 2015

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Governor's Office for Regulatory Innovation and Assistance

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To access this document electronically, visit: <http://www.oria.wa.gov/ORIA-2015-PermitTimelinessProgressReport.pdf>

To obtain this document in an alternate format, contact the Governor's Office for Regulatory Innovation and Assistance

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Executive Summary

The Permit Timeliness Project is in response to three key actions taken by Washington state since December 2013. Actions include:

1. State Auditor Office's (SAO) December 2013 report 1010778 "[Regulatory Reform: Improving Permit Timeliness](http://www.sao.wa.gov/state/Documents/PA_Regulatory_Reform_2_ar1010778.pdf)"¹
2. [Cabinet agencies officially responded to the SAO's performance audit report](http://results.wa.gov/sites/default/files/response_permit_timeliness.pdf)², with proposals to mitigate the findings. The current status of agencies' action items are tracked to completion on [Results Washington's website](http://results.wa.gov/sites/default/files/PermitTimelinessPAStatus-2015.pdf)³.
3. [RCW 43.42A](http://apps.leg.wa.gov/rcw/default.aspx?cite=43.42A)⁴ "State Agency Business Permit Management Systems ([House Bill 2192 2013-14](http://www.sao.wa.gov/state/Pages/RegReform.aspx#.Vl8mH3arRhF))⁵ "Promoting economic development through enhancing transparency and predictability of state agency permitting and review processes"

This report is the first of a series of four for this project. This comprehensive report compiles individual progress reports submitted by 13 cabinet agencies¹. Agencies tracked 136 permit types identified in the SAO's Inventory of Regulations that included 252,406 individual applications between January 1, 2014 and June 30, 2015. Tracking capacity varied from agency to agency. Initially, some agencies needed to develop tracking systems to meet the reporting requirements of permits inventoried in the [SAO Performance Audits: Recent Reports](http://results.wa.gov/sites/default/files/PermitTimelinessPAStatus-2015.pdf)⁶.

[RCW 43.42A](http://apps.leg.wa.gov/rcw/default.aspx?cite=43.42A)⁴ requires three additional reports, continuing the work initiated by the [SAO Report](http://www.sao.wa.gov/state/Documents/PA_Regulatory_Reform_2_ar1010778.pdf)¹. The 13 agencies, plus the Department of Natural Resources, will submit similar progress reports in 2016, 2018 and 2020. The Office of Regulatory Assistance, now the [Office for Regulatory Innovation and Assistance](http://oria.wa.gov)⁷ (ORIA) is charged with compiling and reporting the information.

A key benefit of this project is inter-agency identification of customer concerns that result in agency improvement efforts. Participating agencies, the Office of the Chief Information Officer (OCIO), Results Washington and ORIA collaborated on tracking, information management and improvement efforts. Seventy-six opportunities were identified and implemented. Examples of implemented improvements include:

- customer surveys
- data tracking systems
- permit webpages
- streamlined application intake systems

¹ http://www.sao.wa.gov/state/Documents/PA_Regulatory_Reform_2_ar1010778.pdf

² http://results.wa.gov/sites/default/files/response_permit_timeliness.pdf

³ <http://results.wa.gov/sites/default/files/PermitTimelinessPAStatus-2015.pdf>

⁴ <http://apps.leg.wa.gov/rcw/default.aspx?cite=43.42A>

⁵ <http://apps.leg.wa.gov/billinfo/summary.aspx?bill=2192&year=2014>

⁶ <http://www.sao.wa.gov/state/Pages/RegReform.aspx#.Vl8mH3arRhF>

⁷ <http://oria.wa.gov>

See the [ORIA Permit Timeliness Portal](#)⁸ for additional information on this project.

State Auditor's Office Performance Audit Report 1010778: Regulatory Reform: Improving Permit Timeliness

The Washington State Auditor's Office (SAO) issued the report [Regulatory Reform: Improving Permit Timeliness](#)¹ in December 2013.

The Performance Audit made four key recommendations:

1. For all identified permits, each regulatory agency will:
 - a. Measure the time it takes to make permit decisions,
 - b. Provide businesses estimates of the time required to process applicants, and
 - c. Report to the Legislature the percentage of permits identified that has the processing time on the website or application form.
2. Agencies will develop and publish online performance measures and targets for improvements.
3. The Governor's Office, or delegate, will compile effective permit process streamlining practices of Washington's regulatory agencies based on their reports to the legislature, as well as from other research on best permitting practices from around the country, and produce a report by December 31, 2014.
4. Agencies will provide, for all permits, information to applicants on their websites.

RCW 43.42A (House Bill 2192, 2013-14)

[RCW 43.42A](#)⁴ codified HB 2192, providing further direction to agencies, OCIO and ORIA for 2016, 2018 and 2020 reporting. The legislature found providing citizens and businesses with better information about permit decisions would assist planning and decision-making, promoting economic development. Accessible permit performance data helps citizens hold government accountable for customer service and timeliness. Tracking the time it takes to issue permits equips agency leaders with key information that helps improve overall project schedules, allocate resources and identifying opportunities to better serve the public.

Cabinet agencies' actions in response to the performance audit

The audited cabinet agencies developed an action plan to address the issues identified in the [SAO Report](#)¹. Results Washington tracks the completion on behalf of the Governor.

Overview of Process

Agencies, OCIO and ORIA met several times in 2014-2015. Accomplishments include a [Permit Timeliness Portal](#)⁸ to share information and templates to collect required data and publication of permit

⁸ <https://www.ezview.wa.gov/?alias=1850&pageid=35714>

information in the online [ORIA Regulatory Handbook](#)⁹. This report reflects work to date, as documented in the cabinet agencies' response and action.

Accomplishments

Link from Agencies to ORIA web site

ORIA used its existing [Regulatory Handbook](#)⁹ as the tool to fulfill the requirement to inventory business permits by June 30, 2014. The [Regulatory Handbook](#)⁹ contains details about permit requirements and links to regulatory agency websites. It is searchable, with references to local, state and federal permits as well as the State Environmental Policy Act and the National Environmental Policy Act processes. ORIA updates the handbook regularly, in collaboration with agencies. The cabinet agencies compiled:

- Permit Inventory: listing of business permits identified in the [SAO report](#)¹. The inventory includes updates and changes requested by agencies through this process.
- Permit Assistance List: listing of the types of permit assistance available to applicants and how access such assistance.
- Other tools to help applicants successfully complete a thorough application.

Coordination with Office of Chief Information Officer (OCIO)

ORIA consulted with OCIO and jointly decided to use ORIA's existing [Regulatory Handbook](#)⁹ as a platform for the initial June 30, 2014 milestone. The [Regulatory Handbook](#)⁹ already provided some of the information required for some of the permits.

OCIO made the following recommendation in May 2015:

- Upload agency data into [data.wa.gov](#)¹⁰
- Create proper accounts and access privileges to allow future updates to be done through [data.wa.gov](#)¹⁰
- Embed agency data into in [ORIA's website](#)⁷
- Ensure proper search-ability of data

ORIA, OCIO and Results Washington discussed and obtained support from participating agencies on this approach.

Agency Progress Reports

The reporting agencies and ORIA developed a common template to collect and report information on permit tracking and improvement efforts. This required many agencies to develop internal data

⁹ <http://www.oria.wa.gov/?pageid=403>

¹⁰ <https://data.wa.gov/>

collection methods and processes. ORIA's comprehensive progress report reflects information provided by the 13 cabinet agencies¹¹.

Key Results and Findings

The three tables below provide summary data for identified permits reported by the 13 cabinet agencies.

Reporting periods reflect when an agency was able to collect the data. Some agencies captured information for the last half of 2014. All agencies reported information for the first half of 2015. As permit tracking continues, measuring and publishing the processing time will become more complete. This information will help target improvement efforts.

Table 1 - Reporting by Participating Agency

Participating Agency	Agency Reporting Period	Total Permit Types	Total Applications
Agriculture (WSDA)	January 1 – June 30, 2015	13	5,967
Archaeology & Historic Preservation (DAHP)	July 1, 2014 – June 30, 2015	1	41
Ecology (ECY)	July 1, 2014 – June 30, 2015	41	2,433
Fish and Wildlife (WDFW)	January 1 – June 30, 2015	6	1,858
Gambling Commission (GMB)	2014 – 2015*	6	35
Health (DOH)	January 1 – June 30, 2015	12	812
Labor & Industries (LNI)	July 1, 2014 – June 30, 2015	10	91,356
Licensing (DOL)	January 1 – June 30, 2015	4	230
Liquor & Cannabis Board (LCB)	July 1, 2014 – June 30, 2015	13	367
Parks and Recreation Commission (PARKS)	January 1, 2014 – June 30, 2015	2	373
Revenue (DOR)	January 1 – June 30, 2015	1	21,721
Transportation (WSDOT)	January 1 – June 30, 2015	20	126,222
Utilities & Transportation Commission (UTC)	January 1, 2014 – June 30, 2015**	7	991
Statewide Total		136	252,406

*Data not provided by months or quarters.

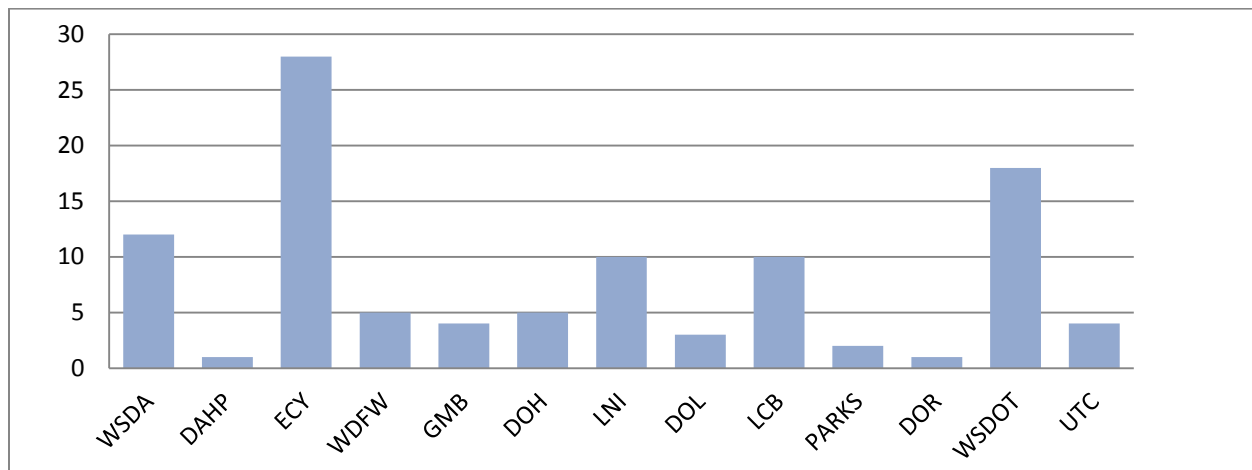
** UTC tracked Common Carrier Permit and Freight Broker Certificate together.

Data source: Reporting agencies.

¹¹ The Department of Natural Resources permit timeliness information will be included in the next Comprehensive Progress Report.

According to data reported to ORIA, some agencies did not receive applications for all of the SAO identified permits (32 of the 136 SAO identified permits). When an agency did not receive an application, permit timeliness was not measured. Four agencies (DAHP, LNI, Parks and DOR) measured all the SAO identified permits.

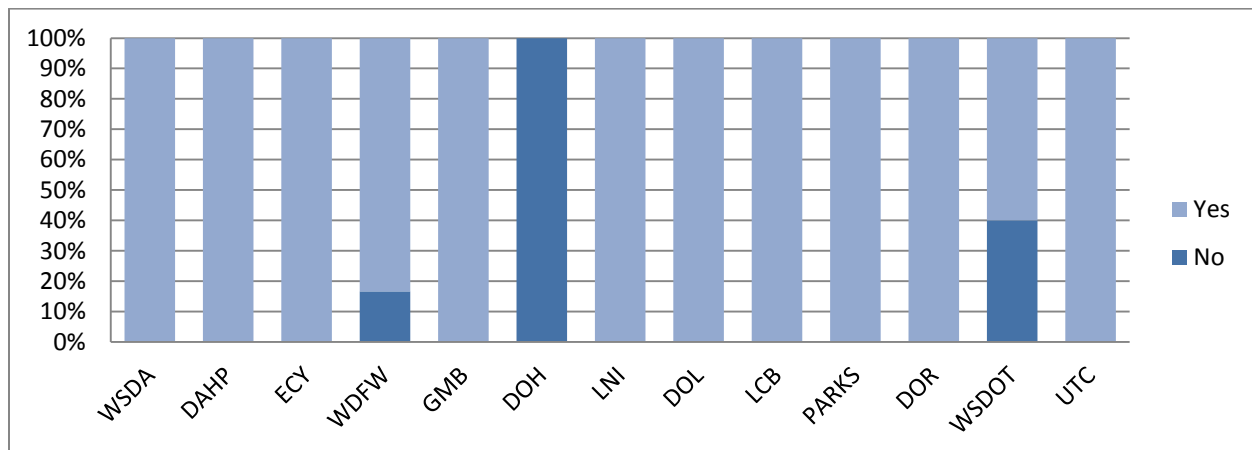
Table 2 - Permits with Processing Time Measured



Data source: Reporting agencies.

Ten agencies published processing times for all identified permits. Other processing times published for public access, ranged from none to 83% of permits.

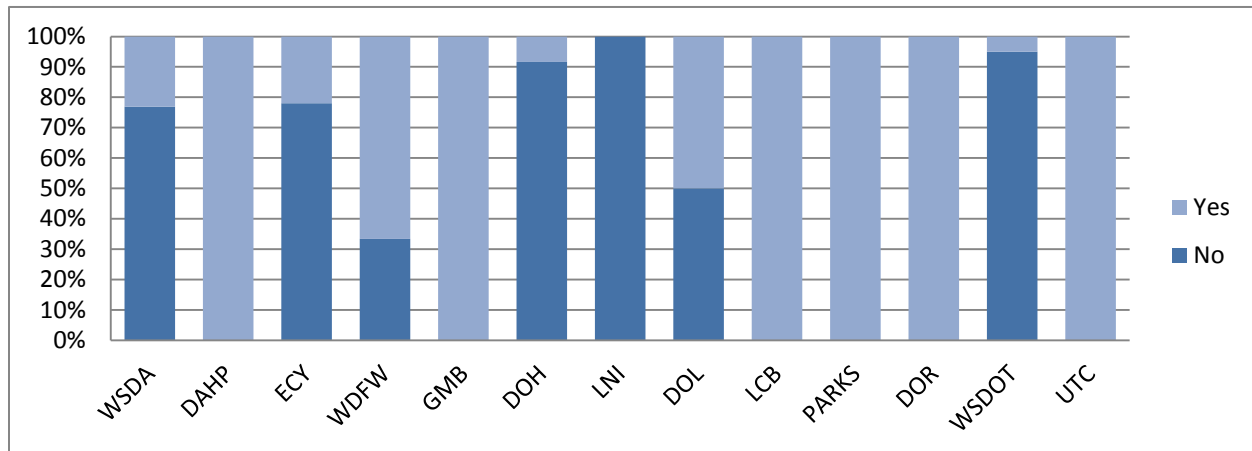
Table 3 - Permits with Processing Times Published



Data source: Reporting agencies.

Six agencies targeted all SAO identified permits with improvement efforts. Some agencies did not have any targeted improvements, while others reported several permits with focused improvement efforts.

Table 4 - Permits Targeted for an Improvement



Data source: Reporting agencies.

Next Steps

Cabinet agencies and the Department of Natural Resources, OCIO, and ORIA will continue permit improvement efforts and reporting in accordance with [RCW 43.42A](#)⁴.

1. Cabinet agencies and DNR publish permit application and decision times by March 1 of each year.
2. Cabinet agencies and DNR report updates and progress to ORIA March 1, 2016, 2018 and 2020.
3. Cabinet agencies and DNR provide link from agency to [ORIA website](#)⁷ on meaningful customer service by March 1, 2016 and each year thereafter.
4. ORIA publishes Comprehensive Progress Report and makes it available to the Governor and economic development committees of the House of Representatives and the Senate by September 30, 2016; 2018 and 2020.

Individual Agency Reports

Each agency's progress report below includes two tables. The first table shows permits tracked and the number of applications received for the permit. In addition, information shows if processing time was measured, was published and if the permit was targeted for an improvement.

The second table in each report focuses on permit improvement efforts. Each table includes the permit name, problem, results and any lessons learned.

The SAO report asks agencies to evaluate three key aspects of customer service for each identified permit:

- Target problem or opportunity
- Results and tools for improving customer service
- Lessons learned and next steps to enhance the permit process

Improvement ideas identified by agencies include:

1. On Line tools: electronic submittals and approval, improve access with use of tabs and drop down menus, provide direct links to permit information
2. Links: proof web pages: confirm that links are live
3. Permits: batch work for efficiency, focus on customer friendly and easier to understand permit information
4. Web page assistance: provide information, such as *Do I Need a Permit?*
5. Lean: use Lean efforts to target improvements
6. Visibility: reduce number of clicks needed to access permit information
7. Clarify and simplify instruction on how to complete a thorough application
8. Surveys: conduct on line and point of service surveys to evaluate customer satisfaction, use results to target improvement areas
9. Templates: when applicants complete application templates, review the completed templates to identify areas for improvements

Agencies had varying abilities to track and report information as seen in the tables below. Agencies with less reported information expect to improve tracking and reporting for future progress reports. In some cases, an agency did not measure processing time because no applications were received during the reporting period.

Agriculture

<http://agr.wa.gov/fp/forms/formsbyalpha.aspx>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Collective Experimental Pesticide Use Permit	0	No*	Yes	No
Equine Certificate Of Veterinary Inspection and Interstate Movement Permit	196	Yes	Yes	No
Equine Semen/Embryo Import Permit	24	Yes	Yes	No
Experimental Pesticides Use Permit - Aquatic Sites	2	Yes	Yes	No
Experimental Pesticides Use Permit - Terrestrial Sites	11	Yes	Yes	No
Feeding and Grazing Permit (Pasture to Pasture)	84	Yes	Yes	No
New Cottage Food Operations Permit	31	Yes	Yes	Yes
Permit to Import	5300	Yes	Yes	No
Plant Sale Permit	81	Yes	Yes	No
Renewal Cottage Food Operations Permit	52	Yes	Yes	Yes
Seed Labeling Permit	145	Yes	Yes	Yes
Special Poultry Permit	3	Yes	Yes	No
Special Sale Permit	38	Yes	Yes	No
Total	5967	12 Yes (1 No)	13 Yes (0 No)	3 Yes (10 No)

Time Period: January 1, 2015 - June 30, 2015

*No applications received during reporting period

Permit Improvements

Permit Name/Topic	Cottage Food Operations Permit (New and Renewal)
Target Problem/Opportunity	The Cottage Food Permit was established in 2012. Applicants are often people who are operating a business for the first time and not familiar with the laws and regulations around food safety and the role of regulatory agencies. On average, 45 recipes/labels are submitted with each application and each recipe must be reviewed for each ingredient. Early in the process, 100% of applications were returned to the applicants at least once due to errors or missing information. Initially, reviews were conducted by hand. Applications took 4 to 6 months to process.

Improvement Efforts	Results	<ul style="list-style-type: none"> Streamlined the process using electronic tools to cut the review time by about half. Developed online tools to help applicants complete their application including: sample applications; sample floorplans and labels; and, a step-by-step guide. Established outreach to applicants including classes for applicants and one-on-one application reviews at locations across the state. Created an online video to help applicants understand the process. Changed review process to add a meeting with an applicant to go over concerns with their application rather than just sending a written notice. To address customer concerns, sponsored legislation in 2015 to raise the cap on annual gross sales of Cottage Food from \$15,000 to \$25,000.
	Lessons Learned	Increasing the outreach to applicants and working with them early in the application process improves the process for the applicant and results in faster permit processing. We need to be flexible and adjust the process and outreach to meet the level of experience and expertise of our applicants.
Permit Name/Topic		Seed Labeling Permit
Target Problem/Opportunity		Seed Labeling Permits are issued annually during a window between December 15th and March 31st. Our goal is to streamline the permitting process to issue permits within 14 calendar days of receiving an application.
Improvement Efforts	Results	<p>Agency used Lean methodology to target areas for improvement. Process improvements include:</p> <ul style="list-style-type: none"> Send the request for Seed Labeling applications to our customers earlier than in previous years to give customers more time to complete the applications. Streamline process by reducing redundant steps. Send applications and letters to customers by email rather than regular mail, to save time and money. Revise cover letter to customers to improve clarity and readability. Establish clear expectations with staff to emphasize open communication and customer service.
	Lessons Learned	We need to continually review permitting processes to identify redundancies and opportunities to save time and money and improve our customer service.
Permit Name/Topic		All 12 permits plus all agency licenses, registrations, and certifications
Target Problem/Opportunity		Information on agency permits, licenses, registrations, and certifications was located on program web pages rather than a central site for easy customer access.
Improvement Efforts	Results	Established agency webpage for all Department of Agriculture permits, licenses, registrations, and certifications. Each item includes a summary sheet with information on the permit, license, registration, or certification, including: application requirements; directions on how to apply; information on any fees; application processing times; the legal authority; agency contacts for further information; and links to the application and further information. The new agency webpage provides: improved web site usability for customers; improved visibility and accessibility of information on permits, licenses, registrations, and certifications; and improved customer access to contact information for further questions.
	Lessons Learned	The webpage must be reviewed and updated regularly to ensure the information is current and accurate.

Archaeology & Historic Preservation

<http://www.dahp.wa.gov/programs/shpo-compliance>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Archaeological Site Alteration and Excavation Permit	41	Yes	Yes	Yes
Total	41	1 Yes	1 Yes	1 Yes

Period: July 1, 2014 – June 30, 2015

Permit Improvements

Permit Name/ Topic		Archaeological Site Alteration and Excavation Permit
Target Problem/ Opportunity		WAC 25-48-70 requires that DAHP give affected Tribes and other Stakeholders 30 full days to comment on permit applications. Therefore, all permit processing times reflect the external comment time, and not solely DAHP staff processing time. The Permit Process is somewhat complex because it involves removing, or otherwise altering, sensitive cultural resources and archaeological sites, including human remains and burials. Consultation and coordination during the review process is personalized and can involve site visits and meetings with Tribal representatives. It is not an over-the-counter permit.
Improvement Efforts	Results	All Permit processing times include the 30-day external stakeholder and Tribal comment period. To understand the actual time DAHP spends processing permit applications, the Maximum Number of Calendar Days should be reduced by 30 days. The current permit process works well, but DAHP is considering creating standardized forms for smaller projects to make activities and tasks easier to disclose and discern by the applicant and the reviewers, hence shortening time spent applying, reviewing and commenting. DAHP will also create an amendment form, for when a permit needs to be adjusted. Finally, DAHP is developing an online project submittal dashboard, which will include an "EPermit" application process, in which applications can be uploaded and status updates can be observed at any time by the applicant or commenting parties.
	Lessons Learned	Not Reported

Ecology

<http://www.ecy.wa.gov/permit.html>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Baled Agricultural Residue Interim Spot Burn Permit	7	Yes	Yes	No
Burn Permit - Agricultural Field	420	Yes	Yes	No
Burn Permit - Agricultural Pile	198	Yes	Yes	No
Burn Permit - Spot Burn Permit	185	Yes	Yes	No
Air Operating Permit	3	Yes	Yes	No
Air Quality Notice of Construction (NOC) Permit	45	Yes	Yes	Yes
General Order of Approval for Asphalt Plants	2	Yes	Yes	No
General Order of Approval for Auto Body Shops	1	Yes	Yes	No
General Order of Approval for Concrete Batch Plants	0	No*	Yes	No
General Order of Approval for Dairy Manure Anaerobic Digesters	0	No*	Yes	No
General Order of Approval for Gas Fired Emergency Electrical Generators	0	No*	Yes	No
General Order of Approval for Perchloroethylene Dry Cleaners	0	No*	Yes	No
General Order of Approval for Small Boilers Using Natural Gas, Propane, or Diesel Fuel	0	No*	Yes	No
General Order of Approval for Stationary or Portable Rock Crushers	1	Yes	Yes	No
Burn Permit - Land Clearing	53	Yes	Yes	No
Burn Permit - Special	105	Yes	Yes	No
Permit to Burn Flood and Storm Debris	2	Yes	Yes	No
Prevention of Significant Deterioration (PSD) Air Quality Permit	2	Yes	Yes	No

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Dangerous Waste Treatment Storage Disposal Facility - New Permit (Part A)	0	No*	Yes	No
Dangerous Waste Treatment Storage and Disposal Facility - Modification (Part B)	0	No*	Yes	No
Biosolids Management Permit	7	Yes	Yes	No
NPDES Aquatic Mosquito Control Permit	0	No*	Yes	No
NPDES Aquatic Plant and Algae Management Permit	2	Yes	Yes	No
Concentrated Animal Feeding Operation General Permit	0	No*	Yes	No
NPDES Construction Stormwater General Permit	811	Yes	Yes	Yes
NPDES Fresh Fruit Packing General Permit	0	No*	Yes	No
NPDES Industrial Stormwater General Permit Coverage	34	Yes	Yes	Yes
NPDES Irrigation System Aquatic Weed Control General Permit	1	Yes	Yes	No
NPDES Boatyard General Permit	3	Yes	Yes	No
NPDES Sand & Gravel General Permit for Portable Facilities	11	Yes	Yes	Yes
NPDES Sand & Gravel General Permit for Non-Portable Facilities	0	No*	Yes	Yes
State Wastewater Discharge Permit to Discharge Industrial Wastewater to a Publicly-Owned Treatment Works (POTW)	7	Yes	Yes	No
State Wastewater Discharge Permit to Discharge Industrial Wastewater to Ground Water by Land Treatment or Application	3	Yes	Yes	No
NPDES Upland Fin-Fish Hatching and Rearing General Permit	0	No*	Yes	Yes
Industrial NPDES Individual Permit	1	Yes	Yes	No
NPDES Water Treatment Plant General Permit	0	No*	Yes	Yes
Reservoir Permit	2	Yes	Yes	No

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Water Right Change	209	Yes	Yes	Yes
Dam Construction Permit	4	Yes	Yes	No
Water Right, New	266	Yes	Yes	Yes
401 Water Quality Certification	48	Yes	Yes	No
Total	2433	28 Yes (13 No)	41 Yes (0 No)	9 Yes (32 No)

Period: July 1, 2014 – June 30, 2015

* No applications received during reporting period

Permit Improvements

Permit Name/Topic		All Programs Customer Survey - permit applicants (participants included only those customers who submitted a permit application between April 2012 and March 2014)
Target Problem/ Opportunity		<p>Ecology has identified the customer survey as one method for identifying permit processes for improvement.</p> <ol style="list-style-type: none"> 1. Quantify customer satisfaction with the quality of our services (courteousness, helpfulness, responsiveness, and professionalism). 2. Obtain customer opinion about the clarity, timeliness and predictability of our permitting processes and regulatory requirements. <p>To gain a better understand of customer feedback related to timeliness Ecology focused on a set of four questions in the survey.</p>
Improvement Efforts	Results	<p>Total participants in the 2014 customer survey: 1,294</p> <ul style="list-style-type: none"> • Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (94%) • Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (80%) • Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (78%) • Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (74%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/Topic		Air Quality Notice of Construction
Target Problem/ Opportunity		Target: It takes 60 days to process a Notice of Construction permit application.
Imp rov	Results	2014 - Quarter 4 data: Program reports an average of 55 days to process a Notice of Construction permit application.

	Lessons Learned	Not Reported
Permit Name/Topic		Construction Stormwater General Permit
Target Problem/Opportunity		Target: Permit applicants receive coverage in 45 days or less as measured from receipt of a complete application to the date the coverage letter is mailed.
Improvement Efforts	Results	2014 - Quarter 4 data: Program reports an average of 65 days for applicants to receive coverage.
	Lessons Learned	Not Reported
Permit Name/Topic		NPDES Industrial Stormwater General Permit coverage NPDES Sand & Gravel General permit for Portable and Non-portable Facilities NPDES Water Treatment Plant General Permit NPDES Upland Fin-Fish Hatching and Rearing General Permit
Target Problem/Opportunity		Provide electronic application, renewal, discharge monitoring reports (DMRs), and other document submittal process for general permits. DMR and document submittals are currently available options for all general permits. As permits come up for issuance or renewal the agency's plan is to require electronic submittal.
Improvement Efforts	Results	<ul style="list-style-type: none"> 63% of permittees (individual and general permits) are now registered to submit discharge monitoring reports (DMRs) and other documents online. Using the online system permittees now get immediate confirmation and a copy for their record when they submit online. Through the DMR system, data submitted by permittees is now available to the public (on the web) within 24-hours. We receive better quality data. New application electronic submittal is now available for the NPDES Industrial Stormwater General Permit, NPDES Sand & Gravel General Permits, NPDES Upland Fin-Fish Hatching and Rearing General Permit, and NPDES Water Treatment Plant General Permit. Renewal applications are now available electronically for the NPDES Construction Stormwater General Permit. Using electronic DMRs and other documents is more efficient. The data entry system pre-populates the permittees existing information for renewals in the database.
	Lessons Learned	<p>We need to be flexible to adjust the system to respond to problems identified with electronic submittals.</p> <p>Using a test version with customers (Sand & Gravel permit) helped identify issues early on that could be addressed if possible before final implementation of the online system for these permits.</p> <p>We use video tutorials to help people through the online system. They have been really well received and are available on Ecology's YouTube site.</p>
Permit Name/Topic		Water Rights
Target Problem/Opportunity		Opportunity: Legislation enacted in 2011 SESH1087 required Ecology to review its water rights application process to eliminate unnecessary steps and decrease the time required to issue decisions within Ecology's statutory authority.

Improvement Efforts	Results	Streamlining resulted in a single intake application process (down from three different processes) for the application and fee. Standard forms for routine communications reduced staff time spent generating letters. A new pre-application process educates applicants on the availability of water before they submit an application, which reduces or eliminates unqualified applicants.
	Lessons Learned	Not Reported
Permit Name/ Topic		Agricultural Burning: These permits are required for burning vegetative agricultural waste. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)
Target Problem/ Opportunity		Gathering feedback from customers related to agricultural burn permits.
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 133)</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (98%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (93%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (98%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (95%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		Outdoor Burning Permits: These permits are required for burning land clearing debris. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)
Target Problem/ Opportunity		<p>Gathering feedback from customers related to outdoor burn permits.</p> <p>Ecology is in the process of evaluated the customer survey results and developing action items to respond to the survey.</p>
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 35):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (97%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (94%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (94%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (94%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.

Permit Name/ Topic		Air Operating Permit: This five-year permit is required for major facilities that release a large quantity of contaminants to the air. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 4):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (100%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (75%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (75%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (67%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		<p>Notice of Construction Permits</p> <p>Air New Source Permits (Notice of Construction, Prevention of Significant Deterioration, and General Orders): One or more of these permits is required for either the construction of new sources or modification of existing equipment/processes that release contaminants to the air. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)</p>
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 61):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (93%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (93%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (86%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (81%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		<p>Prevention of Significant Deterioration</p> <p>Air New Source (Notice of Construction, Prevention of Significant Deterioration, and General Orders): One or more of these permits is required for either the construction of new sources or modification of existing equipment/processes that release contaminants to the air. (Survey participants included</p>

		only those customers who submitted a permit application between April 2012 and March 2014.)
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 8):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (100%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (86%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (83%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (83%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		<p>General Order</p> <p>Air New Source Permits (Notice of Construction, Prevention of Significant Deterioration, and General Orders): One or more of these permits is required for either the construction of new sources or modification of existing equipment/processes that release contaminants to the air. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)</p>
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 12):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (100%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (75%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (70%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (70%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		<p>401 Water Quality Certification: This certification is required for any activity that might result in a discharge of dredge or fill material into water or wetlands, or excavation in water or wetlands. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)</p>
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.

Opportunity		
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 68):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (90%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (74%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (69%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (66%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		Biosolids Management Permit: This permit is required for management and land application of biosolids, (organic, semisolid product from wastewater treatment). (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 4):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (100%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (50%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (100%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (100%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		Water Rights New: This permit is required for new withdrawals of water from surface and ground sources. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.

Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 161):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (88%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (67%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (46%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (46%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		Water Rights Change Application: This permit is required for changes or transfers of an existing water right permit, certificate, or claim to another person or use. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 141)</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (93%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (67%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (64%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (59%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p> <p>See row 13 for additional improvements underway related to this permit.</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		<p>Industrial Wastewater Discharge Permits</p> <p>Water Quality Municipal and Industrial Wastewater Discharge (NPDES and SWDP): These National Pollution Discharge Elimination System (NPDES) and State Wastewater Discharge (SWDP) permits are required for municipal sewage treatment facilities and industrial facilities that discharge wastewater to surface waters or the ground. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)</p>
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.

Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 69):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (98%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (84%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (70%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (63%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		Dam Safety: This permit is required for any dam or control of 10 or more acre-feet of water, liquid waste, or mine tailings. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys =9):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (89%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (78%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (75%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (75%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		Industrial Section Permits: Pulp and paper, oil refining, and aluminum smelting facilities receive their air, water, and waste permits from one organizational unit (Industrial Section) within Ecology, rather than having to apply to several programs. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 9):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (89%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (67%)
	Lessons Learned	

		<ul style="list-style-type: none"> Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (71%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (75%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		Dangerous Waste Treatment, Storage, and Disposal (TSD) Permitted: This permit is required for certain facilities that store, treat, and/or dispose of dangerous wastes. (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 1):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (100%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (100%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (100%) Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (100%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.
Permit Name/ Topic		Construction Stormwater Water Quality General NPDES(including Construction Stormwater and Industrial Stormwater): Water Quality General NPDES permits cover groups of like business activities that have similar discharges to surface water (stormwater, boatyard, fruit packer, sand & gravel, animal feeding operation, fish hatchery, and aquatic pesticide application). (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)
Target Problem/ Opportunity		Gathering feedback from customers related to these permits.
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 360):</p> <ul style="list-style-type: none"> Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (93%) Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (83%) Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (86%) Question 21: Percent of customers that agreed or strongly agreed that the time required to

		<p>issue the permit was reasonable (78%)</p> <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	<p>Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.</p>
Permit Name/ Topic		<p>Water Quality General NPDES permits (NOT including Construction Stormwater and Industrial Stormwater):</p> <p>Water Quality General NPDES permits cover groups of like business activities that have similar discharges to surface water (stormwater, boatyard, fruit packer, sand & gravel, animal feeding operation, fish hatchery, and aquatic pesticide application). (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)</p>
Target Problem/ Opportunity		<p>Gathering feedback from customers related to these permits.</p>
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 49):</p> <ul style="list-style-type: none"> • Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (96%) • Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (81%) • Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (87%) • Question 21: Percent of customers that agreed or strongly agreed that the time required to issue the permit was reasonable (90%) <p>To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html</p>
	Lessons Learned	<p>Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.</p>
Permit Name/ Topic		<p>Industrial Stormwater</p> <p>Water Quality General NPDES(including Construction Stormwater and Industrial Stormwater): Water Quality General NPDES permits cover groups of like business activities that have similar discharges to surface water (stormwater, boatyard, fruit packer, sand & gravel, animal feeding operation, fish hatchery, and aquatic pesticide application). (Survey participants included only those customers who submitted a permit application between April 2012 and March 2014.)</p>
Target Problem/ Opportunity		<p>Gathering feedback from customers related to these permits.</p>
Improvement Efforts	Results	<p>2014 Ecology customer survey results (completed surveys = 127):</p> <ul style="list-style-type: none"> • Question 13: Percent of customers that agreed or strongly agreed that Ecology staff informed them what was needed to submit a complete permit application (95%) • Question 15: Percent of customers that agreed or strongly agreed that Ecology staff informed them how long it would take to get a permit decision (81%) • Question 19: Percent of customers that agreed or strongly agreed that the permit decision was timely (83%) • Question 21: Percent of customers that agreed or strongly agreed that the time required to

		issue the permit was reasonable (78%) To see the entire report visit: https://fortress.wa.gov/ecy/publications/SummaryPages/1501002.html
	Lessons Learned	Ecology is in the process of evaluating the 2014 Customer Survey results and is developing action items, where appropriate, to respond to areas where improvements will assist permitted and inspected customers.

Fish and Wildlife

<http://wdfw.wa.gov/licensing/>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Fish Stocking Application Permit - (Finfish)	137 *	No**	Yes	No
Fish Transport Application Permit - (Finfish)	114 *	Yes	Yes	Yes
Scientific Collection Permit (SCPs)	185	Yes	Yes	Yes
Shellfish Import Application Permit - (Shellfish - Import Permit)	29 *	Yes	Yes	Yes
Shellfish Transfer Application Permit - (Shellfish)	98 *	Yes	Yes	Yes
Hydraulic Project Approval	1295	Yes	No	No
Total	1858	5 Yes (1 No)	5 Yes (1 No)	4 Yes (2 No)

Period: January 1, 2015 – June 30, 2015

* YTD Count

**Data not available, agency working on implementing tracking system

Permit Improvements

Permit Name/ Topic		Scientific Collection Permit (SCPs)
Target Problem/ Opportunity		In Feb 2014, our Licensing Division asked EMT for a Lean project to reduce the amount of staff time needed to process Scientific Collection Permits (SCP).
Improvement Efforts	Results	<ul style="list-style-type: none"> In Jul 2014, our licensing staff took, on average, 2 hr. 44 min. to “handle” (touch or do something with ...) a single SCP throughout the entire process to issue a SCP. In Jul 2015, after some process changes, our licensing staff took, on average, 1 hr. 7 min. to handle a single SCP (a 97 min./SCP handling time savings). The key change was to adjust the process so the licensing staff didn’t have to re-type information from one document (such as an application request) to another document (the permit, itself). The improvement team also simplified the application form and combined it with the permit document into one form.
	Lessons Learned	Look for improvements in areas where the current process requires re-typing information from one document (such as an application request) to another document (the permit, itself).

Gambling Commission

<http://www.wsgc.wa.gov/licensing.aspx>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Manufacturer of Gambling Equipment/Paraphernalia Special Sales Permit	1	Yes	Yes	Yes
Permit for Nonprofit Organizations to Conduct Bingo at Agricultural Fair	4	Yes	Yes	Yes
Permit for Persons to Operate Bingo Games Only During and Upon the Site of Bona Fide Agricultural Fairs (Commercial Business)	0	No*	Yes	Yes
Punch Board / Pull-Tab Service Business Permit	2	Yes	Yes	Yes
Recreational Gaming Activity Permit (Commercial Business)	0	No*	Yes	Yes
Recreational Gaming Activity Permit (Nonprofit)	18	Yes	Yes	Yes
Total	25	4 Yes (2 No)	6 Yes (0 No)	6 Yes (0 No)

Period: 2014 – June 30, 2015

* No applications received during reporting period

Permit Improvements

Permit Name/ Topic		Manufacturer of Gambling Equipment/Paraphernalia Special Sales Permit
Target Problem/ Opportunity		Availability of application online
Improve ment Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		Permit for Nonprofit Organizations to Conduct Bingo at Agricultural Fair
Target Problem/ Opportunity		Availability of application online

Opportunity		
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		Permit for Persons to Operate Bingo Games Only During and Upon the Site of Bona Fide Agricultural Fairs (Commercial Business)
Target Problem/ Opportunity		Availability of application online
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		Punch Board / Pull-Tab Service Business Permit
Target Problem/ Opportunity		Availability of application online
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		Recreational Gaming Activity Permit (Commercial Business)
Target Problem/ Opportunity		Availability of application online
Improvement Efforts	Results	Applications can now be submitted online through My Account.
	Lessons Learned	Not Reported
Permit Name/ Topic		Recreational Gaming Activity Permit (Nonprofit)
Target Problem/ Opportunity		Availability of application online
Improvement Efforts	Results	Applications can now be submitted online through My Account.
	Lessons Learned	Not Reported

Health

<http://www.doh.wa.gov/LicensesPermitsandCertificates>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Drinking Water Operating Permit	660	Yes	No	Yes
Large On-Site Sewage System Operating Permit	106	Yes	No	No
Radioactive Air Emission Approval to Construct a New Facility or Modify an Existing Facility	5	Yes	No	No
Radioactive Air Emission License to Operate New Facility*	NA	No	No	No
Recreational Water Contact Facility Construction Permit	0	No**	No	No
Recreational Water Contact Facility Operating Permit	31	Yes	No	No
Shellfish Export Certificate*	NA	No	No	No
Shellfish Operation License*	NA	No	No	No
Tribal Bait Harvest Site Certificate and Bait Harvest Permit	0	No**	No	No
Water Recreation Facility Construction Permit	10	Yes	No	No
Water System Construction and Operation Approval*	NA	No	No	No
Waterworks Operator Certification*	NA	No	No	No
Total	812	5 Yes (7 No)	0 Yes (12 No)	1 Yes (11 No)

Period: January 1, 2015 – June 30, 2015

* Agency did not report on identified permits

** No applications received during reporting period

Permit Improvements

Permit Name/ Topic	Drinking Water Operating Permit
Target Problem/ Opportunity	The Washington State Department of Health (DOH) – Environmental Public Health (EPH) Division is developing online application and payment capabilities for its multiple licensing, registration, permitting and certification programs. A pilot program is currently being conducted on the Drinking Water Operating Permit program. Lessons learned and technologies developed from this pilot will be applied to the other programs within the division. Development of these online capabilities will enhance transparency and predictability of the EPH review processes.

Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported

Labor & Industries

<http://www.lni.wa.gov/TradesLicensing/LicensingReq/PermitsInspect/default.asp?&source=FF>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Amusement Ride or Structure Operating Permit	1191	Yes	Yes	No
Boiler/Pressure Vessel Installation or Reinstallation Permit	1415	Yes	Yes	No
Construction Elevator Installation (Hoist) Permit	34	Yes	Yes	No
Electrical Work Permit	67184	Yes	Yes	No
Elevator Installation Permit (new, renewal and alterations)	129	Yes	Yes	No
Elevator Installation Variance Permit	79	Yes	Yes	No
Factory Assembled Structure Permit	8778	Yes	Yes	No
Minor Work Permit	12508	Yes	Yes	No
Permit to Operate Radio Signal System in Designated Area "Talkie-Tooters"	28	Yes	Yes	No
Rental Boiler Operating Permit	10	Yes	Yes	No
Total	91356	10 Yes (0 No)	10 Yes (0 No)	0 Yes (10 No)

Period: July 1, 2014 – June 30, 2015

Permit Improvements

Permit Name/Topic		Amusement Ride or Structure Operating Permit
Target Problem/ Opportunity		<ul style="list-style-type: none"> Assistive Tools - Step by step instructions for permit and inspection processes. Need to determine tools for customers to assist in completing the permit (examples, checklists, models, etc.) Processing Time - Developed standard language: "Allow 3 days for a response. Accuracy and completeness speeds up the processing time. Posted the permit processing information on the agency web site.
Improvement Efforts	Results	Improved visibility of permit processing times for customers.
	Lessons Learned	Not Reported

Permit Name/ Topic		Boiler/Pressure Vessel Installation or Reinstallation Permit	
Target Problem/ Opportunity		<ul style="list-style-type: none"> Assistive tools - Instructions for "what the owner/user needs to do" to obtain a permit and "what L&I will do", after it's submitted. Link within the permit form to step-by-step instructions for completing the permit form (Word doc). Checklists provided for different types of boilers. Processing Time - Developed standard language for processing time: "Allow 24 hours for a response. Accuracy and completeness speeds up the processing time. Posted the permit processing information on the "Forms & Publications" web page. 	
Improvement Efforts	Results	Improved visibility of permit processing times for customers.	
	Lessons Learned	Not Reported	
Permit Name/ Topic		Rental Boiler Operating Permit	
Target Problem/ Opportunity		<ul style="list-style-type: none"> Assistive Tools - Need to determine tools to assist customers in completing the permit form (examples, checklists, models, etc.) Processing Time - Developed standard language for processing time: "Allow 24 hours for a response. Accuracy and completeness speeds up the processing time. Posted the permit processing information on the agency web site ("Forms & Publications). 	
Improvement Efforts	Results	Currently, there are only a few companies in the state of Washington that use this permit for rental boilers, so feedback on improvement efforts is not likely.	
	Lessons Learned	Not Reported	
Permit Name/ Topic		Electrical Work Permit	
Target Problem/ Opportunity		<ul style="list-style-type: none"> Assistive Tools - Instructions within the permit form for how to complete the permit. Need to determine tools to assist customers in completing the permit form (examples, checklists, models, etc.) Corrected web usability issue within the permit form. 	
Improvement Efforts	Results	Improved usability of agency web site for customers.	
	Lessons Learned	Not Reported	
Permit Name/ Topic		Elevator Installation Permit (new, renewal, and alterations)	
Target Problem/ Opportunity		<ul style="list-style-type: none"> Assistive Tools - Need to determine tools to assist customers in completing the permit form (examples, checklists, models, etc.) Processing Time - No processing time. Developed standard language: "Allow 30 days for a response. Accuracy and completeness speeds up the processing time." Posted the permit 	

		<p>processing information on the "Forms & Publications" page.</p> <ul style="list-style-type: none"> No program contact information on the dedicated "permits and fees" web page. Posted contact information on the web page for inquiries. Program web page dedicated to "Permits and Fees" does not include the permit information or processing times. Revised the web page by listing all elevator permits, links to access the permit forms, and processing times.
Improvement Efforts	Results	<ul style="list-style-type: none"> Improved web site usability for customers. Improved visibility and accessibility of permit information for customers. Program contact information is more easily accessible for customers with permit questions.
	Lessons Learned	Regularly review the program web pages with program managers and staff to ensure all information is listed and kept up-to-date.
Permit Name/ Topic		Construction Elevator Installation (Hoist) Permit
Target Problem/ Opportunity		<ul style="list-style-type: none"> Assistive Tools - Need to determine tools to assist customers in completing the permit form (examples, checklists, models, etc.) Processing Time - No processing times. Developed standard language: "Allow 2 weeks for a response. Accuracy and completeness speeds up the processing time." Posted the permit processing information on the program (Forms & Publications) web page. No program contact information on the dedicated "permits and fees" web page. Posted contact information on the web page for inquiries. Program web page dedicated to "Permits and Fees" does not include the permit information or processing times. Revised the web page by listing all elevator permits, links to access the permit forms, and permit processing times.
Improvement Efforts	Results	<ul style="list-style-type: none"> Improved web site usability for customers. Improved visibility and accessibility of permit information for customers. Program contact information is more easily accessible for customers with permit questions.
	Lessons Learned	Not Reported
Permit Name/ Topic		Elevator Installation Variance Permit
Target Problem/ Opportunity		<ul style="list-style-type: none"> Assistive Tools - Need to determine tools to assist customers in completing the permit form (examples, checklists, models, etc.) Processing Time - No processing times. Developed standard language: "Allow 4-6 weeks for a response. Accuracy and completeness speeds up the processing time. Posted the permit processing information on the program web site (Forms & Publications). Program web page dedicated to "Permits and Fees" does not include the permit information or processing times. Revised the web page by listing all elevator permits, links to access the permit forms, and permit processing times.
Improvement Efforts	Results	<ul style="list-style-type: none"> Improved web site usability for customers. Improved visibility and accessibility of permit information for customers. Program contact information is more easily accessible for customers with permit questions.

	Lessons Learned	Not Reported
Permit Name/ Topic		Electrical Class B Permit
Target Problem/ Opportunity		Permits are sold in books of 20 at an L&I office only. Instructions are provided on the program web site.
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		Factory Assembled Structures Permit
Target Problem/ Opportunity		<p>Assistive Tools</p> <ul style="list-style-type: none"> Pre-inspection checklist, SAW Instructions, Instructions for how to complete the permit on the form. <p>Processing Times</p> <ul style="list-style-type: none"> No processing times. Developed standard language for processing time: "Allow 2-3 weeks for a response. Accuracy and completeness speeds up the processing time". Posted on the agency web site.
Improvement Efforts	Results	More clearly defined the processing time of permits for customers.
	Lessons Learned	Not Reported
Permit Name/ Topic		Minor Work Permit
Target Problem/ Opportunity		<ul style="list-style-type: none"> Assistive Tools - Instructions for how to hire a teen, work permit process, rules and requirements. Links to DOR website, forms, publications, etc. Processing Time - Developed standard language for processing time and posted on the web site: "Allow 2-3 business days for a response to online applications. Accuracy and completeness speeds up the processing time."
Improvement Efforts	Results	More clearly defined the processing time of permits for customers.
	Lessons Learned	Not Reported

Licensing

<http://www.dol.wa.gov/listoflicenses.html>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Cremated Remains Disposition	3	Yes	Yes	No
Crematory	0	No*	Yes	No
Taxi (Vehicle for Hire)	220	Yes	Yes	Yes
Tow Truck	7	Yes	Yes	Yes
Total	230	3 Yes (1 No)	4 Yes (0 No)	2 Yes (2 No)

Period: January 1, 2015 – June 30, 2015

* No applications received during reporting period

Permit Improvements

Permit Name/ Topic		(For Hire) Taxis and Tow Trucks
Target Problem/ Opportunity		Registered Tow Truck Operator Licensing and For Hire Business Licensing:
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		(For Hire) Taxis and Tow Trucks
Target Problem/ Opportunity		Dealer Services has reviewed its processes regarding these license types. Two redundant forms have been eliminated from the application packet. BLS is working to amend their forms to eliminate requesting the redundant information.
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		(For Hire) Taxis and Tow Trucks
Target Problem/ Opportunity		Dealer Services has posted flow charts showing applicants the step-by-step process for applying.

Improve ment Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		(For Hire) Taxis and Tow Trucks
Target Problem/ Opportunity		Dealer Services has posted current contact information to make it easier for applicants to obtain the required equipment inspections.
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		(For Hire) Taxis and Tow Trucks
Target Problem/ Opportunity		A significant portion of the time to permit measure happens on the DOR (Business License Service-BLS) side. Communications have been opened up between the two agencies to come up with short-term solutions until the new modernized system is deployed which will improve time to permit.
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		(For Hire) Taxis and Tow Trucks
Target Problem/ Opportunity		Dealer Services has been working with BLS to submit business rules for their new system. BLS will have a new electronic application and licensing system in place by 2016, which will enable applicants to apply for a license entirely online. We anticipate that this new system will reduce application approval and license issuance time dramatically, because applicants will have the ability to attach required documentation directly to the application. This will eliminate the majority of Requests For Information, which are currently mailed.
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		(For Hire) Taxis and Tow Trucks
Target Problem/ Opportunity		Also, the new system will not allow an applicant to continue the application process until payment has been made, thus eliminating the need for Requests for Payment, which is currently mailed.

Improve ment Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		(For Hire) Taxis and Tow Trucks
Target Problem/ Opportunity		Dealer Services has also just completed a statute and rule review on all license types. The statutes and rules, particularly the rules for For Hire, will be amended to eliminate unnecessary licensing requirements, such as "exact" business names on vehicle insurance.
Improve ment Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		(For Hire) Taxis and Tow Trucks
Target Problem/ Opportunity		Dealer Services is conducting cross training to increase the number of staff who can license these businesses, which will also reduce the time for license issuance.
Improve ment Efforts	Results	Not Reported
	Lessons Learned	Not Reported

Liquor and Cannabis Board

<http://liq.wa.gov/licensing/licensing-services>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Banquet Permit	44	Yes	Yes	Yes
Class 1 - Alcohol Permit	4	Yes	Yes	Yes
Class 2 - Alcohol Permit	63	Yes	Yes	Yes
Class 4 - Serve Employee & Guest	0	No*	Yes	Yes
Class 5 - Alcohol Permit	10	Yes	Yes	Yes
Class 6 - Alcohol Permit	4	Yes	Yes	Yes
Class 8 - Trade Show permits	76	Yes	Yes	Yes
Class 9 - Trade Show permit/donation for delegates.	0	No*	Yes	Yes
Class 10 - International Trade Show permit	0	No*	Yes	Yes
Class 11 - Bed & Breakfast Permit	1	Yes	Yes	Yes
Class 15 - Allowing students between 18-20 to taste but not consume alcohol.	4	Yes	Yes	Yes
Class 16 - Spa/Salon Permit (pending)	25	Yes	Yes	Yes
Raffle Permit	136	Yes	Yes	Yes
Total	367	10 Yes (3 No)	13 Yes (0 No)	13 Yes (0 No)

Period: July 1, 2014 – June 30, 2015

* No applications received during reporting period

Permit Improvements

Permit Name/ Topic		For all 13 identified permits
Target Problem/ Opportunity		Since the original audit showed us we had no automated way of keeping track of permit processing times, staff has simply implemented a spreadsheet system that staff enters application processing times and data is easily extracted from.
Improvement Efforts	Results	Along with now tracking processing times we have created a "permit webpage" that allows customers looking for permits a one-stop shopping experience. All permits are not only accessible here but plain-talked descriptions of the permit uses, completed sample applications and transparent processing times."
	Lessons Learned	Not Reported

Parks and Recreation Commission

<http://www.park>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Commercial Use Permit	320	Yes	Yes	Yes
Filming and Photography Permit	53	Yes	Yes	Yes
Total	373	2 Yes (0 No)	2 Yes (0 No)	2 Yes (0 No)

Period: January 1, 2014 – June 30, 2015

Permit Improvements

Permit Name/ Topic		Commercial Use Permit
Target Problem/ Opportunity		Additional data elements needed for required reporting.
Improvement Efforts	Results	New data elements were introduced to report on results. Historically, the date a permit was issued was captured. However, the application received date nor the date the application was determined to be "complete" were not captured. These dates are now tracked.
	Lessons Learned	Not Reported
Permit Name/ Topic		Commercial Use Permit
Target Problem/ Opportunity		Clarify when a Commercial Use Permit is required and clarify the application process.
Improvement Efforts	Results	Review to determine when a Commercial Use Permit is needed has begun. The review will also include determining how instructions for filling out and submitting the application can be clarified. Target completion date for the review is the Spring of 2016 with subsequent implementation of recommendations.
	Lessons Learned	Not Reported
Permit Name/ Topic		Filming/Photography Permits
Target Problem/ Opportunity		Decentralized process due to nature of permit. Process review conducted to determine how to centralize tracking.

Improvement Efforts	Results	Effort to determine how to centralize tracking and collect data for reporting was concluded in June 2015 - resulting in a new centralized reporting process for film and photography permits.
	Lessons Learned	Not Reported
Permit Name/ Topic		Filming/Photography Permits
Target Problem/ Opportunity		Clarify information available to customers regarding permit processing and review process.
Improvement Efforts	Results	Conduct a review of permit processing, timeframes and information available to customers. Target completion date is the Spring of 2016 with subsequent implementation of recommended changes.
	Lessons Learned	Not Reported

Revenue

<http://dor.wa.gov/Content/Home/Default.aspx>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Reseller Permit	21721	Yes	Yes	Yes
Total	21721	1 Yes (0 No)	1 Yes (0 No)	1 Yes (0 No)

Period: January 1, 2015 – June 30, 2015

Permit Improvements

Permit Name/ Topic		Reseller Permit
Target Problem/ Opportunity		Permits were sent out by paper on a weekly basis.
Improvement Efforts	Results	We automated the process so taxpayers may receive their permit electronically as quickly as one business day.
	Lessons Learned	We implemented this on July 14, 2015 so the agency is still waiting to see the feedback on this enhancement.
Permit Name/ Topic		Reseller Permit
Target Problem/ Opportunity		Many permits are received on paper when the taxpayer has an electronic account with DOR and could have saved time (for the taxpayer and the agency) by filling out the electronic version.
Improvement Efforts	Results	In September 2015 we will remove the paper copy of the Reseller Permit from our public facing website. A taxpayer may still obtain a copy by calling the DOR directly.
	Lessons Learned	This idea for improvement was generated from the Department's participation in the Red Tape program.
Permit Name/ Topic		Reseller Permit
Target Problem/ Opportunity		The Reseller Permit website is looking at redesigning the current webpage, to make it more clear what the permit is for and who needs to apply for one.
Improvement Efforts	Results	This improvement idea is scheduled for later this calendar year (September - December 2015).
	Lessons Learned	This idea for improvement was generated from the Department's participation in the Red Tape program.

Transportation

<http://www.wsdot.wa.gov/business/>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Access Connection Permit	174	Yes	No	No
Building Move Permit	13	Yes	Yes	No
Canadian Weights for SR 9 Heavy Haul Corridor	667	Yes	Yes	No
Canadian Weights US 97 Heavy Haul Corridor	331	Yes	Yes	No
Cell Tower Permit - Type F Access - Wireless Communication Site Access permit	0	No*	No	Yes
Double Trailer Monthly or Annual	18403	Yes	Yes	No
Empty Apple Bins and Hay Bales Permit	1378	Yes	Yes	No
Farm Implement Permit	730	Yes	Yes	No
Log Tolerance Permit	560	Yes	Yes	No
Manufactured Housing Permit Monthly or Annual	897	Yes	Yes	No
Monthly Annual Fixed Load (3 or 4 axle)	5051	Yes	Yes	No
Monthly or Annual Non-Divisible Permit	29362	Yes	Yes	No
Oversize Overweight Load Permit	53049	Yes	Yes	No
Oversize Overweight Super Load Permit	3215	Yes	Yes	No
Sealed Container for SR 509 Heavy Haul Corridor	75	Yes	No	No
Single Trailer Permit Monthly or Annual	2826	Yes	No	No
Temporary Additional Tonnage	1632	Yes	No	No
Temporary Fuel Use Permit	2615	Yes	No	No
Temporary License Permit	5033	Yes	No	No
Tow Truck Class B and C	211	Yes	No	No
Total	126222	19 Yes (1 No)	12 Yes (8 No)	1 Yes (19 No)

Period: January 1, 2015 – June 30, 2015

* No applications received during reporting period

Permit Improvements

Permit Name/ Topic		Access Connection Permit
Target Problem/ Opportunity		The Access Connection Permit (ACP) is issued using the RAMPS (Roadway Access Management Permit System) which has been in use since 1992. The owner of the software for RAMPS will be discontinuing their support of the system within the next 3-4 years. WSDOT is taking this opportunity to find a new ACP system (or possibly using an existing WSDOT software program) to streamline permitting process and track the progress of permits.
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported
Permit Name/ Topic		Cell Tower Permit - Type F Access - Wireless Communication Site Access permit.
Target Problem/ Opportunity		There are several inconsistencies between the RCW & WACs pertaining to the Type F Permit. WSDOT is taking this opportunity to revise both the RCW and WACs to streamline the process.
Improvement Efforts	Results	Not Reported
	Lessons Learned	Not Reported

Utilities and Transportation Commission

<http://www.utc.wa.gov/regulatedIndustries/transportation/Pages/default.aspx>

Permits Tracked by Agency

Permit Name	Applications Received	Processing Time Measured	Processing Time Published	Targeted for an Improvement
Auto Transportation and Bus Certificate	8	Yes	Yes	Yes
Charter and Excursion Bus Certificate	64	Yes	Yes	Yes
Commercial Ferry Certificate	0	No*	Yes	Yes
Common Carrier/Freight Broker Permit	866	Yes	Yes	Yes
Household Goods Carrier Permit	53	Yes	Yes	Yes
Private Non-Profit Bus Certificate	0	No*	Yes	Yes
Solid Waste Carrier Certificate	0	No*	Yes	Yes
Total	991	4 Yes (3 No)	7 Yes (0 No)	7 Yes (0 No)

Period: January 1, 2014 – June 30, 2015

* No applications received during reporting period

Permit Improvements

Permit Name/ Topic		Auto Transportation and Bus Certificate
Target Problem/ Opportunity		Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Applications will be revised in 2015/16 to online fillable forms with payment processing. The result will be more accurate and complete applications upfront which will speed up the process. Also, links will be provided to other resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Further, changing delegation/signature authority to division/section management will reduce time waiting for signatures.
Improvement Efforts	Results	Reviewed and revised application to improve customer clarity. Added Transportation Permit Applications to Quick Links on front page of UTC website. Provided link from Transportation page of UTC's website to ORIA. Developed Customer Survey sent to new carriers asking about the permitting process. Key changes to the permit application process cut processing time, reduced the number of staff working on each application and eliminated steps processing applications.
	Lessons Learned	Use Lean methodology to target areas for improvement. Include staff from all sections involved in the permitting process to recognize ways to reduce steps and save time. Further, use external feedback from the Customer Survey to improve the application and permitting process. Provide easy access to applications.
Permit Name/ Topic		Charter and Excursion Bus Certificate
Target Problem/ Opportunity		Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Applications will be revised in 2015/16 to online fillable forms with payment processing. The result will

Opportunity		be more accurate and complete applications upfront which will speed up the process. Also, links will be provided to other resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Further, changing delegation/signature authority to division/section management will reduce time waiting for signatures.
Improvement Efforts	Results	Reviewed and revised application to improve customer clarity. Added Transportation Permit Applications to Quick Links on front page of UTC website. Provided link from Transportation page of UTC's website to ORIA. Developed Customer Survey sent to new carriers asking about the permitting process. Key changes to the permit application process cut processing time, reduced the number of staff working on each application and eliminated steps processing applications.
	Lessons Learned	Use Lean methodology to target areas for improvement. Include staff from all sections involved in the permitting process to recognize ways to reduce steps and save time. Further, use external feedback from the Customer Survey to improve the application and permitting process. Provide easy access to applications.
Permit Name/ Topic		Commercial Ferry Certificate
Target Problem/ Opportunity		Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Applications will be revised in 2015/16 to online fillable forms with payment processing. The result will be more accurate and complete applications upfront which will speed up the process. Also, links will be provided to other resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Further, changing delegation/signature authority to division/section management will reduce time waiting for signatures.
Improvement Efforts	Results	Reviewed and revised application to improve customer clarity. Added Transportation Permit Applications to Quick Links on front page of UTC website. Provided link from Transportation page of UTC's website to ORIA. Developed Customer Survey sent to new carriers asking about the permitting process. Key changes to the permit application process cut processing time, reduced the number of staff working on each application and eliminated steps processing applications.
	Lessons Learned	Use Lean methodology to target areas for improvement. Include staff from all sections involved in the permitting process to recognize ways to reduce steps and save time. Further, use external feedback from the Customer Survey to improve the application and permitting process. Provide easy access to applications.
Permit Name/ Topic		Common Carrier/Freight Broker Permit
Target Problem/ Opportunity		Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Applications will be revised in 2015/16 to online fillable forms with payment processing. The result will be more accurate and complete applications upfront which will speed up the process. Also, links will be provided to other resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Further, changing delegation/signature authority to division/section management will reduce time waiting for signatures.
Improvement Efforts	Results	Reduced the number of days from receipt of application to completed permit by 10 days for common carrier permits (Jan 2014 thru June 2015). Reviewed and revised application to improve customer clarity. Added Transportation Permit Applications to Quick Links on front page of UTC website. Provided link from Transportation page of UTC's website to ORIA. Developed Customer Survey sent to new carriers asking about the permitting process. Key changes to the permit application process cut processing time, reduced the number of staff working on each application and eliminated steps processing applications.

	Lessons Learned	Use Lean methodology to target areas for improvement. Include staff from all sections involved in the permitting process to recognize ways to reduce steps and save time. Further, use external feedback from the Customer Survey to improve the application and permitting process. Provide easy access to applications.
Permit Name/ Topic	Household Goods Carrier Permit	
Target Problem/ Opportunity	Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Applications will be revised in 2015/16 to online fillable forms with payment processing. The result will be more accurate and complete applications upfront which will speed up the process. Also, links will be provided to other resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Further, changing delegation/signature authority to division/section management will reduce time waiting for signatures.	
Improvement Efforts	Results	Reviewed and revised application to improve customer clarity. Added Transportation Permit Applications to Quick Links on front page of UTC website. Provided link from Transportation page of UTC's website to ORIA. Developed Customer Survey sent to new carriers asking about the permitting process. Key changes to the permit application process cut processing time, reduced the number of staff working on each application and eliminated steps processing applications.
	Lessons Learned	Use Lean methodology to target areas for improvement. Include staff from all sections involved in the permitting process to recognize ways to reduce steps and save time. Further, use external feedback from the Customer Survey to improve the application and permitting process. Provide easy access to applications.
Permit Name/ Topic	Private Non-Profit Bus Certificate	
Target Problem/ Opportunity	Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Applications will be revised in 2015/16 to online fillable forms with payment processing. The result will be more accurate and complete applications upfront which will speed up the process. Also, links will be provided to other resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Further, changing delegation/signature authority to division/section management will reduce time waiting for signatures.	
Improvement Efforts	Results	Reviewed and revised application to improve customer clarity. Added Transportation Permit Applications to Quick Links on front page of UTC website. Provided link from Transportation page of UTC's website to ORIA. Developed Customer Survey sent to new carriers asking about the permitting process. Key changes to the permit application process cut processing time, reduced the number of staff working on each application and eliminated steps processing applications.
	Lessons Learned	Use Lean methodology to target areas for improvement. Include staff from all sections involved in the permitting process to recognize ways to reduce steps and save time. Further, use external feedback from the Customer Survey to improve the application and permitting process. Provide easy access to applications.
Permit Name/ Topic	Solid Waste Carrier Certificate	
Target Problem/ Opportunity	Current applications are online; however, carriers must fill out, print and scan/email, fax or mail to UTC. Applications will be revised in 2015/16 to online fillable forms with payment processing. The result will be more accurate and complete applications upfront which will speed up the process. Also, links will be provided to other resources, such as, Business Licensing Services, Federal Motor Carrier Safety Administration, Secretary of State, etc. Further, changing delegation/signature authority to division/section management will reduce time waiting for signatures.	

Improvement Efforts	Results	Reviewed and revised application to improve customer clarity. Added Transportation Permit Applications to Quick Links on front page of UTC website. Provided link from Transportation page of UTC's website to ORIA. Developed Customer Survey sent to new carriers asking about the permitting process. Key changes to the permit application process cut processing time, reduced the number of staff working on each application and eliminated steps processing applications.
	Lessons Learned	Use Lean methodology to target areas for improvement. Include staff from all sections involved in the permitting process to recognize ways to reduce steps and save time. Further, use external feedback from the Customer Survey to improve the application and permitting process. Provide easy access to applications.